

1. Centering on Local Government Services

A Business Approach to Managing Local Government Services – Dave Molchany, CIO, Fairfax County, Virginia (dmolch@co.fairfax.va.us)

Mr. Molchany discussed Fairfax County's use of technology to enhance service to citizens. This is a model both federal and state agencies will find applicable and practical. "Taking a strategic approach" means linking the overall direction of government and its technology investments to ensure excellence in customer service for both internal and external customers." In Fairfax County, the Chief Information Officer (CIO) is one of four executive level positions reporting to the County Executive. The CIO group includes the Departments of Information Technology (DIT), Cable Communication, and Consumer Protection along with the Fairfax County Library system. The CIO is responsible for strategic planning, budgets, standards, methodology, and design.

The County's strategic approach to technology includes an IT steering committee which sets information policy, a technology modernization fund, annual IT project review, and a formal reporting system.



The County's goals for e-Government are to include all residents, businesses, and interested parties, to address digital divide (lack of access to computers) in the County, and to change the way the citizens can do business with the County through e-Gov, to make government convenient for citizens, to create a "Government without walls, doors, or clocks."

The County's four technology platforms to meet these goals follow:

- a. Interactive Voice Response (access via touch tone phone)
- b. Multi-Media Kiosks (libraries, government buildings, health center, transit center, malls)
- c. Web Site
- d. Government Access TV Channel

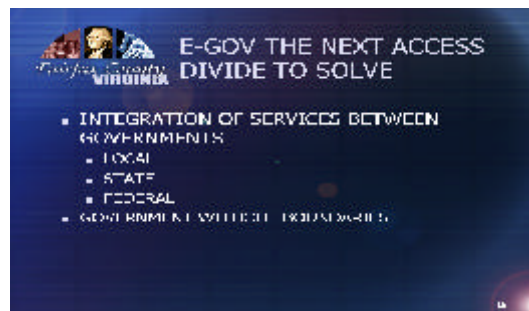
The following transactions can be conducted currently through the first three platforms: pay taxes and traffic fines, make reservations at parks, report changes of addresses for tax purposes, renew vehicle registrations, register vehicles, report consumer problems and submit consumer inquiries, download requests for proposals for government contracts, access library catalog and reserve or renew books on loan, apply for a library card, retrieve real estate information (parcel map, assessments, comparables), retrieve court information, get on a county housing waiting list, and schedule inspections and check status of permits/plans/inspections. The County partnered with public transport provider and included location of transport facilities and routes and road conditions on the kiosks.

The focus of e-Government in Fairfax county is on web site re-design based on user input with better search tools and organization which eliminates department boundaries. Fairfax County has held citizen focus groups at libraries, business focus groups at the Chamber of Commerce, and employee focus groups all with in-house resources and some staff augmentation.

The County is also working on re-designing the kiosks as well to improve user interface, content categorization and web enablement with the collaboration of the Virginia Department of Motor Vehicles. The Kiosk is a regional effort between Fairfax County and City, the Virginia towns of Warrenton and Vienna, and INOVA Hospitals.

Future service initiatives contemplated include the following:

- E-permitting/electronic building plan submission
- Additional E-payment transactions
- Access additional detailed GIS layers
- DMV Extra Teller
- Town of Vienna Kiosk
- Direct Citizen Service via public access cable television
- Direct Citizen Service through Libraries
-



Fairfax County is concentrating on Customer Relationship Management (CRM) and is adopting an overall business strategy that will enable effective management of relationships. The goal is to deliver true value to customers (citizens/businesses) by making them feel well served. Improved communication and attention to customer needs will establish a continuous learning relationship with customers. The goals are to track customer interaction, clearly explain government business, predict public needs, reduce response time and improve efficiency. Fairfax County currently has 7 agencies using CRM tools and techniques (Board of Supervisors, County Executive, Consumer Protection, Office of Public Affairs, Clerk to the Board, Office of Human Rights, and Legislative Tracking. A future initiative is implementation of knowledge-based call center technology that integrates with tracking applications and a one-number constituent call center.

The use of these technologies has changed the nature of people's jobs and the job skills needed and created the opportunity for staff to participate in telecommuting and flex time. To succeed in e-Government and CRM initiatives, government needs the support of elected officials, top management, and constituents along with overall IT investment plan and a solid IT infrastructure. Creativity and effective partnerships are crucial.

The performance goals and measures for the IT Plan (published at www.fairfaxcounty.gov) and related service improvement are increased staff effectiveness, increased internal efficiency, reduced printing costs, 24-hour government, increased inclusion of all constituencies, increased customer satisfaction, reduced digital divide.

E-Gov 2002 and beyond: Anytime, Anywhere Access to Government with No Wrong Door – Christopher David, Chief Technology Officer, Arlington County, Virginia

(Cdavid@co.arlington.va.us)

Mr. David provided background on Arlington County and an overview of the County's electronic government and the future of for its e-Gov efforts. E-government is enabling Government to provide service and accomplish its mission in ways that weren't imaginable before the Internet.

Arlington County has 189,000 people by day and 220,000 by night in this 26-square-mile area. The Technology Department has only 63 full-time positions for its county employee user base of 3500 employees, 16 departments, and 2 major clients (Reagan National Airport and the Pentagon) with an operating budget of 13.5 million and capital of 3.2 million. The County's e-Gov goals are shown below:



To be responsive to its constituencies, Mr. David listed the following electronic services that are available on the County's web site:

Bicycle Registration	Maps
Broken Parking Meter Reporting	Meeting Planners' Resources
Building Permits	My Utilities Account
Community Resource Directory	Parking Meter Handicap Request
Consumer Complaints	Police Incident Reports
Election Officer Application	Real Estate Assessments
E-mail County Officials	Recycling – missed pickup or new bin
Financing Statements	Smoke Detector Automated Reminder
Contact Local Hotels	Street Light Out Report
County Job Application	E-mail list for announcements
Judgements	Tax Payments
Land Records	Teen Directory
Library Catalog	Tour Group Assistance
Library Reference Desk	Visitor's Guide
Volunteer Application	Wills

Arlington programs to promote use of electronic services: Cyberspace Seniors (pairs teens and seniors in e-learning relationship) and Digital Divide, which includes excess county equipment distribution, cybercenters in libraries, and county sponsored e-learning.

Activities to accomplish the second goal include the following:

- Assess and evaluate current business processes
 - IT project reviews and funding
 - Enterprise financial reporting
 - Portal strategy and development (10/2002)

- Fire Department Video Role Call
- Resist “webifying” inefficient, outdated processes

The plan for managing e-Gov contains the following aspects:

- Set aggressive, achievable goals
- Develop plan and budget; allocate resources against objectives
- Improve processes
- Establish metrics and measure outcomes
- Provide quality assurance and risk management.

The county has begun training on project management, developed status reporting and project selection process, established an IT investment fund, required independent verification and validation, and adopted standard PM methodology.

To build a Data Architecture, the fourth goal, the County has:

- implemented information repository
- created data dictionary
- mapped data and information resources
- established data access capabilities
- adopted life cycle data management.

Investing in a network infrastructure has involved enhancing network performance, security, and capacity and improving reliability and increasing stability while accommodating network diversity.

Influences on e-Government are: Citizen/Customer Expectations, State and Federal mandates, neighboring jurisdictions, business community, schools, civic groups, non-profits & interest groups, and county boards.

The Goal 6 (Define e-Government Services) strategy is to buy rather than build, use formal system development life cycle methodology, establish formal justification and review processes, provide portal access, and enable e-learning.

Arlington County is investing in video teleconferencing to develop a public safety network and has piloted with fire station video roll call and anthrax simulation. The device would be easy-to-use and wireless and could be used for e-learning, public safety network by Council of Governments, disaster response triage by hospitals, and increasing citizen participation by overcoming the digital divide. The county has a three-year pilot linking 350 homes to the County Intranet through cable broadband connection and wireless access points.

The road ahead for Arlington County focuses on leveraging the infrastructure (fixed wireless deployment, video conferencing, hot site development) and breaking barriers and sharing data.